Change Management
AGENDA

I. Introduction
II. Types of Change
III. Types of Organisational Cultures
IV. Types of strategies
V. Resistance to Change
VI. Case Study
VII. Conclusions
I. Introduction

Some ideas for understanding the importance of managing change.

- There are no easy solutions
- Adapt processes to suit the change intended (often the emphasis has been on the processes)
- Change requires teamwork and leadership (and the two combined)
- Work with the culture (even when you want to change it)
- Communicate, communicate, communicate

Therefore, living with change and managing change is an essential skill for all.
Managing Change

Analyse:
- Need for Change
- Type of Change
- Organisational Culture

Plan
- Roles
- Time

Implement
- Transition Management
- Adoption of Change

Post-Project Review
II. Types of Change

There are a number of ways in which change can be categorised

<table>
<thead>
<tr>
<th>Type of Change</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developmental</td>
<td>May be either planned or emergent; It is change that enhances or corrects existing aspects of an organisation, often focusing on the improvement of a skill or process.</td>
</tr>
<tr>
<td>Transitional</td>
<td>Seeks to achieve a known desired state that is different from the existing one.</td>
</tr>
<tr>
<td>Transformational</td>
<td>It is radical. It requires a shift in assumptions made by the organisation and its members. Transformation can result in an organisation that differs significantly in terms of structure, processes, culture and strategy.</td>
</tr>
</tbody>
</table>

Ackerman (1997) three types of change:
III. Types of Organisational Cultures

**Collegiate**

- There is a dual structure of administrative and academic management.
- Academic status is perceived as higher than support or administrative functions.
- Decision making occurs through committees, which can be slow and lack cohesion.
III. Types of Organisational Cultures

Bureaucratic

- Characterised by strong central management and top-down decision making.
- The hierarchy of control and decision making is clearly established in the administrative and management structures of the institutions.
III. Types of Organisational Cultures

**Innovative**

- Institutions with flexible structures geared to respond and adapt quickly to external factors and influences.
- Strong culture of change and innovation with frequent changes in directions of activities and focus of interest.
III. Types of Organisational Cultures

**Enterprise**

- More closely aligned to traditional businesses and industry approaches.
- Traditional management roles and structures with clear demarcation of responsibilities and hierarchical decision making processes.

*Next table identifies some features of each type of organisation: useful to consider when trying to implement change*
<table>
<thead>
<tr>
<th>Factor</th>
<th>Collegiate</th>
<th>Bureaucratic</th>
<th>Innovative</th>
<th>Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominant value</td>
<td>Freedom</td>
<td>Equity</td>
<td>Loyalty</td>
<td>Competence</td>
</tr>
<tr>
<td>Role of central authorities</td>
<td>Permissive</td>
<td>Regulatory</td>
<td>Directive</td>
<td>Supportive</td>
</tr>
<tr>
<td>Handy’s organisational culture</td>
<td>Person</td>
<td>Role</td>
<td>Power</td>
<td>Task</td>
</tr>
<tr>
<td>Dominant unit</td>
<td>Department / individual</td>
<td>Faculty / committees</td>
<td>Institution / senior management team</td>
<td>Sub-unit / project teams</td>
</tr>
<tr>
<td>Decision areas</td>
<td>Informal groups networks</td>
<td>Committees and administrative briefings</td>
<td>Working parties and Senior Management team</td>
<td>Project teams</td>
</tr>
<tr>
<td>Management style</td>
<td>Consensual</td>
<td>Formal / “rational”</td>
<td>Political / tactical</td>
<td>Devolved leadership</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Long</td>
<td>Cyclic</td>
<td>Short / mid term</td>
<td>Instant</td>
</tr>
<tr>
<td>Environmental fit</td>
<td>Evolution</td>
<td>Stability</td>
<td>Crisis</td>
<td>Turbulence</td>
</tr>
<tr>
<td>Nature of change</td>
<td>Organic innovation</td>
<td>Reactive adaptation</td>
<td>Proactive transformation</td>
<td>Tactical flexibility</td>
</tr>
<tr>
<td>External referents</td>
<td>Invisible college</td>
<td>Regulatory bodies</td>
<td>Policy makers as opinion leaders</td>
<td>Clients / sponsors</td>
</tr>
<tr>
<td>Internal referents</td>
<td>The discipline</td>
<td>The rules</td>
<td>The plans</td>
<td>Market strength / students</td>
</tr>
<tr>
<td>Basis for evaluation</td>
<td>Peer assessment</td>
<td>Audit of procedures</td>
<td>Performance indicators</td>
<td>Repeat business</td>
</tr>
<tr>
<td>Student status</td>
<td>Apprentice academic</td>
<td>Statistic</td>
<td>Unit of resource</td>
<td>Customer</td>
</tr>
<tr>
<td>Administrator roles: servant of...</td>
<td>The community</td>
<td>The committee</td>
<td>The chief executive</td>
<td>The client, internal or external</td>
</tr>
</tbody>
</table>
IV. Types of Strategies

WHAT NEEDS TO CHANGE?

Having established what type of change you are intending to make and within what type of organisational culture you are operating, you are now in a position to consider your overall strategy.
The five change strategies are not mutually exclusive and a range of strategies can be employed to effect change.

<table>
<thead>
<tr>
<th>Strategies for Managing Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
</tr>
<tr>
<td>Directive</td>
</tr>
<tr>
<td>Expert</td>
</tr>
<tr>
<td>Negotiated</td>
</tr>
<tr>
<td>Educativ</td>
</tr>
<tr>
<td>Participativ</td>
</tr>
</tbody>
</table>

**FAST**
- Clearly planned
- Little involvement
- Need to overcome resistance

**SLOW**
- Exploratory
- Wide involvement
- Minimise resistance
V. Resistance to Change

Any change will have its proponents and its opponents. In the initial stages of the development of proposals, it can be useful to test your ideas with staff who are prepared to be more sceptical and act as a devil’s advocate.
V. Resistance to Change

Innocence

Disruption

The Call

Initial ideas & questions

Turbulence

Allies

Breakthrough

!!

Review & Celebration of Progress

??

Initial ideas & questions

Turbulence

Allies

Breakthrough

!!

Review & Celebration of Progress

??

Initial ideas & questions

Turbulence

Allies

Breakthrough

!!
VI. Case Study

Bolonia’s Process: teaching

• Project starts in January 2007:
  • Identify Leadership
  • Identify People (team: It is critical that you get the right mix of people in the team.)
• First step: “where we are” and “where we want to go” (value proposition)
• Identify key processes: one coordinator for each process
• Teambuilding: people work in collaborative way
VI. Case Study

Bolonia’s Process: teaching

• Analysis: improvements for each process
• Plan: priority changes based on important and urgent
• Implementation: it is critical phase.
  ➢ Communicate
  ➢ Making changes come from within

….. And we are working in this….. Until 2009
VII. Conclusions

• Change requires focus on: PEOPLE, PROCESSES, CULTURE
• Change requires teamwork and leadership (and the two combined)
• There are 3 conditions that suggest that an Organisation is ready for change:
  • Leaders are respected and effective
  • People feel personally motivated to change
  • The organisation is non hierarchical and people are accustomed to collaborative work
Thank You!!

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